

Mr. [Signature]
Approved

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Division of Accounts (317.05)**

Executive Summary

The Division of Accounts maintains the official accounting records for the State of Tennessee. All disbursements are required to be audited, approved and issued by and from Accounts with the exception of unemployment benefits and child support payments. As a part of processing and approving those payments the Division receives paper invoices and documentation along with accounting system transaction recording documents. We also have on file all departments' contracts with the exception of Dept. of Transportation. We have 2 Clerk 1s and 1 Clerk 2 that handle the filing and retrieval of these documents. We currently use 10 Accounting Technician 1s (6 filled/4 vacant) to perform a preaudit or review of the requests for disbursement prior to issuing payments, and to complete a similar audit or review of all other financial activity recording transactions prior to their updating of the State's accounting records. We also use 4 Accounting Technician 1s (3 filled/1 vacant) and 3 Accounting Technician 2s to process accounting transactions related to journal entries (correction entries), enter contracts in STARS, distribute system generated payments, audit the State's electronic funds activity, and perform accounting system proof of posting (or balancing) procedures. The Edison project which is going to replace several administrative systems, including the accounting system, will bring about many changes to our internal processes. Agencies will scan documents for disbursement requests. Contracts will be developed in the system, routed using workflow and stored electronically. Edison will enable the state to receive electronic invoices. The Edison system will enable the Division to perform queries to facilitate analytical review and enable different audit techniques to be performed. The new system will use debits and credits to process transactions rather than the current system's use of transaction codes. This type of processing will require a greater depth of accounting expertise to review and process transactions effectively. These technology changes will reduce our need for para-professional staff and increase our need for accounting staff. We anticipate the new accounting system being operational on December 1, 2008 with half of the state agencies beginning their use of the new process. Later in March 2009 the remaining agencies will implement their use of Edison. These changes will come about slowly as we convert from paper to electronic methods.

Business Justification and Assessment

Because of the implementation of Edison and the reasons stated above, the Division's need for the Accounting Technician 1 and 2 expertise will be diminished. If the Division can reformulate our preaudit function into a more effective post-audit function using accounting personnel, the Division would be able to reduce its personnel by 4 of the Accounting Technician 1s currently assigned to that task. In addition, the increased availability of analytics to be provided through the Edison system, as well as an increased automation in the recording of transactions generated by adjoining systems, and a wider availability of varying electronic payment options, will in theory, eventually allow us to reduce our staff by 3 of the Accounting Technicians currently performing the payment distribution and balancing tasks. Moving to a more paperless environment would allow for a reduction of the clerical staff mentioned above. The Division has reservations about the timing of these personnel changes due to the VSP occurring prior to go-live and certainly prior to our complete conversion to a paper-reduced group of processes. Also, changing the preaudit function will require a significant commitment of division management time, and they are currently very involved in several aspects of the Edison project. The existing process was developed over a period of twenty years. We had anticipated and planned for changes with the Edison implementation, but not a complete reformulation as we are proposing here. However, when faced with a 7% reduction requirement, the Division cannot reduce its staff by any of the accountants, since there will be a greater need for them in the Edison system environment.

BUSINESS JUSTIFICATION TEMPLATE
Department of Finance and Administration
Division of Administration – Office of Billing Services

Executive Summary

Billing Services within the Division of Administration has automated a manual process that was previously paper driven. As a result, the Accounting Tech 1 job classification has been identified as a job classification to participate in the Voluntary Separation Program. (VSP).

Business Justification and Assessment

The Accounting Tech 1 classification audits and processes invoices for payment and prepares billing for State and Non-state agencies. Billing Services converted approximately five hundred paper invoices to being audited electronically. This action allows Billing Services to offer ONE of the three Accounting Tech 1 positions for the VSP. The duties being performed by this position can be absorbed by spreading the responsibilities among the remaining staff.

As a result, the Accounting Tech 1 in the Division of Billing Services should be included in the VSP.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Division of Administration (OBF/317.01)**

Executive Summary

Through some automation of invoices submitted by vendors, tightening up of contractual terms, and implementing interfaces for automated processing we have experienced a decrease in our processing turn around time on vendor payments. We are within all levels recommended by state policies on prompt payment regulations.

As a result we feel we can include Accounting Tech 1's and 2's in the VSP in our business unit.

Business Justification and Assessment

Accounting Technicians 1 and 2's are included in the Voluntary Buyout Plan. There are seven total positions in these classes currently. With the above efficiencies in operations we are experiencing on some desks a one or two day turnaround on standard invoices received for payment. The workload could be distributed among fewer staff and achieve a three to five day turnaround on most invoices which is still an acceptable standard.

Voluntary Separation Program BUSINESS JUSTIFICATION

Department of Finance & Administration Benefits Administration (317.04)

Executive Summary

Benefits Administration manages two product lines of health insurance coverage and benefits—the Public Sector Plans and Cover Tennessee. Combined, these programs provide over \$1.2B in health coverage for public employees and Tennesseans. I recommend that we reduce a total of six (6) positions with the Voluntary Separation Program through a combination of program elimination and consolidation within the Public Sector Plans. Because the majority of the positions in the Division are devoted to the Public Sector Plans there is greater opportunity for consolidation. Therefore, by eliminating some functions, consolidating management and reallocating current responsibilities I believe the Division can adequately manage our diverse portfolio of programs with this reduction.

Business Justification and Assessment

Program staff elimination:

The Employee Assistance Program (EAP) Coordinator position will be included in the Voluntary Buyout plan. The EAP is largely performed through a third party contractor (Magellan), which will continue. The Coordinator position oversees the contractor's services and provide direct counseling services on site for employees in Nashville and training to supervisors and employee groups across the state. Management of the Magellan contract will shift to the Director of the Public Sector plans with administrative assistance from current staff. Personal counseling conducted by this position will be shifted to the contractor, who currently provides most of those services. Some EAP-related seminars will be eliminated.

The Wellness program staff (Employee Wellness Coordinator position and Public Health Educator 3 position) will be offered the Buyout. The core wellness program is contracted through Healthways, which will continue and will be managed by the Director, Public Sector Plans. Some educational programs delivered at employee worksites will be eliminated as a result.

Both the EAP and Wellness programs have a need to reach large numbers of members (~50,000) statewide. There are now new and emerging technologies and approaches our contractors can use to deliver these services more effectively, efficiently and consistently with enhanced access to large numbers of individuals than through personal seminars. Such approaches include use of the internet with on-line health risk appraisals and on-line health coaching services. In addition, the personal counseling services offered through the EAP coordinator (currently offered to persons able to travel to the Nashville office) are best delivered through professionals not connected with the employer to ensure complete confidentiality. For all of these reasons, these changes are consistent with the business strategy for the public sector plans.

Elimination and Consolidation:

We will eliminate one (1) Finance & Administration Program Director 1 position. There are currently two (2) Finance & Administration Program Director 1 positions (out of 9 total) that are exclusively devoted to support the Public Sector plans. The workload of the position eliminated will be distributed to other management staff in the Division and non-essential projects will be eliminated. We will eliminate 1 Health Planner 2 in the Research Division. This will leave one higher level position to conduct all of our research.

We will eliminate one Insurance Benefits Manager position in the Program Integrity unit of the Division. There are two Insurance Benefits Managers in the Division with one position focused exclusively on Public Sector plan integrity. The Program Integrity unit currently has four positions. The remaining three will be re-organized under an existing manager and the program integrity workload will be shared across both the Public Sector plans and Cover Tennessee.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Division of Budget (317.02)**

Executive Summary

The Division of Budget can reduce the number of personnel in the classes indicated by a total of two and the functions of those two positions can be absorbed by the remaining staff. Buyout offers will be made to the following job classes: Executive Administrative Assistant 3, Executive Secretary 1, Budget Administrative Analyst 2, Budget Administrative Analyst 3, Budget Administrative Analyst 4, Budget Administrative Coordinator 1, and Budget Administrative Coordinator 2.

Business Justification and Assessment

The State's current revenue situation requires the Division of Budget to re-distribute work among fewer positions. Services provided by the classifications indicated would not be adversely impacted by a reduction of two positions.

I. Executive Summary

At the request of senior management to meet the proposed target numbers needed for the Voluntary Separation Program (VSP) for the department, the Office of Audit and Consulting Services has been assessed to identify possibly position classification for consideration. Given the small size of this office and management's lean operating style over the years, any reduction in personnel would have an operational impact on this unit's ability to meet its operational objectives and mission. The significance of the impact would have to be mitigated by reducing and/or delaying the number of audits, investigations, reviews and consulting engagements required to be performed.

II. Business Justification and Assessment

Since the Office of Audit and Consulting Services serves two distinct functions (internal audit and consulting services) each section was evaluated separately using the prescribed criteria as defined by the VSP:

- Identification of position classifications currently filled (excluding executive service employees with less than six years of state service)
- Identification of position classifications for reduction that would minimally impact the unit's ability to achieve its mission and objectives

See **Attachment A** for an organizational chart denoting the specific position classifications identified for consideration highlighted in yellow.

Internal Audit - The duties of the position classification recommended for this section can be absorbed by other sectional staff with minimal operational impact.

Position Classification Recommendation – Auditor 2
Position Number 317.07-00101000700.05

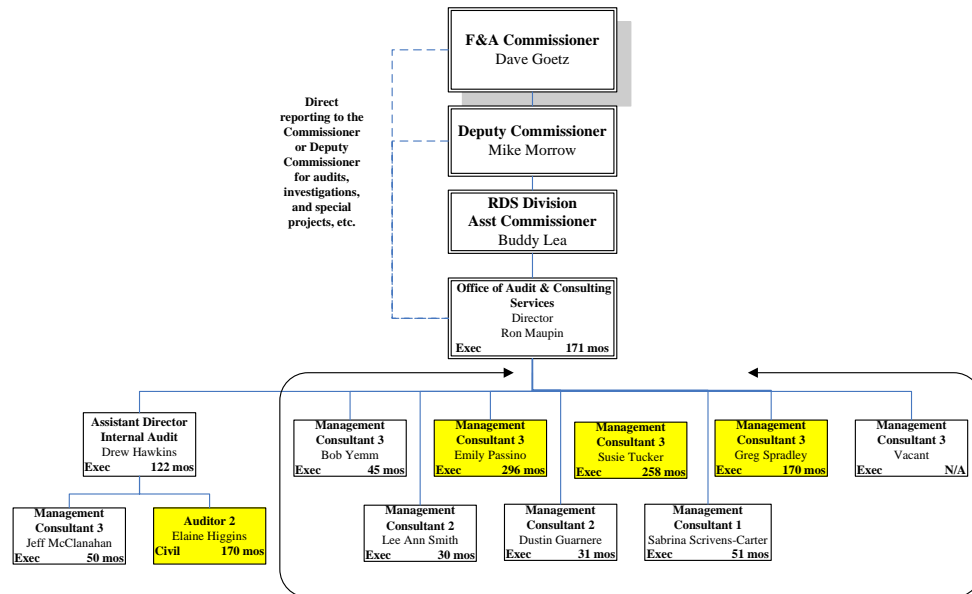
Consulting Services – The position classifications recommended for this section represent those positions which meet the prescribed criteria noted above. Given the significant resource this section provides not only to F&A, but to other state agencies and departments in solving operational issues, any reduction in personnel would greatly impact this section's workload capacity and potentially limit the number of engagements performed by this section. As a result, only **one** of the management consultant 3 positions identified could be considered for the VSP.

Position Classification Recommendation – Management Consultant 3
Position Numbers 317.07-00101000100.11, 317.07-00101000300.20, and 317.07-00101000300.21

*For purposes of this analysis, it is important to note that all of proposed classifications referenced above should not be targeted for a reduction in force (RIF) in the event the VSP is unsuccessful in obtaining the necessary reductions needed. The prescribed criteria for the VSP (excluding executive service employees with less than six years of state service) precluded recommendations for a reduction in personnel that would **minimally** impact this office's ability to continue to meet its mission and objectives. To achieve the most minimal impact to operations for both sections of this office it is recommended that the Auditor 2 and Management Consultant 3 positions be considered for personnel reductions.*

Department of Finance and Administration

Office of Audit and Consulting Services



Team Approach

Roles of staff vary depending on consulting engagement

Assumption Factors

Based on prescribed factors denoted below for determining classifications for consideration for the State of Tennessee

Voluntary Buyout Program (VSP), the position classifications highlighted above in yellow have been identified for consideration for the VSP:

- identification of position classifications currently filled (excluding executive service employees with less than 6 years of state service)
- identification of position classifications for reduction that would minimally impact the unit's ability to achieve its mission and objectives
- in order to minimize the impact to the consulting unit, only one of management consultant 3 positions identified would be considered for the VSP

**VOLUNTARY SEPARATION PROGRAM BUSINESS JUSTIFICATION
DEPARTMENT OF FINANCE AND ADMINISTRATION
OFFICE OF CONTRACTS REVIEW**

I. Executive Summary

It appears that the duties of one position classified as Management Consultant 1 in the Office of Contracts Review (OCR) of the Division of Resource Development and Support could be taken on by remaining OCR staff with limited detrimental impact. Of the four OCR Management Consultant 1 positions, one is eligible for the VSP.

II. Business Justification and Assessment

OCR is staffed with a total of seven positions and serves as the state's central oversight function for the decentralized, professional service procurement and contracting processes. In this role, OCR staff review procurement documentation, manage required approval processes, collect management information, and offer technical assistance to staff of all state agencies, toward ensuring that service contracts safeguard the financial and legal interests of taxpayers and meet statutory and regulatory requirements.

OCR Management Consultant 1 positions are non-supervisory staff dedicated to the approval review of contract documents and providing technical assistance. OCR Management Consultant 1 positions review and approve both service procurement processes and associated contracts on behalf of the F&A Commissioner. F&A Commissioner approval of service procurements is a statutory responsibility, and the associated approval review aims to ensure compliance with state laws and regulations, unbiased awards, fair competition, proper accounting and financial reporting, and sound financial management. Additionally, OCR Management Consultant 1 positions provide direct technical assistance to procurement staff in all state agencies. The support includes interpretation of regulations, consultation about fairness and equity in the selection of contractors, and aid in writing both solicitations and contract documents that achieve state goals and protect taxpayer interests.

Each fiscal year, OCR is responsible for the review about 5,000 contracts and amendments with maximum liabilities totaling from \$4 to \$8 Billion as well as another 2,000-3,000 contracting-related documents. Each of the OCR Management Consultant 1 positions are currently assigned to approximately 20% of those reviews and to provide technical assistance to four to seven state agencies. Although OCR work volume may be increasing, with devolution of selected contract review responsibilities and some abatement of review time expectations, it appears that remaining staff could absorb the duties of one OCR Management Consultant 1 position.

Of OCR's four Management Consultant 1 positions, one has over six years of service with the state and is eligible for the VSP. Inasmuch, the Management Consultant 1 classification in OCR is identified as a business unit classification that may be reasonably included in the VSP.

III. Estimated Cost Savings

The eligible OCR Management Consultant 1 position number: 31707-00101000600.15

BUSINESS JUSTIFICATION TEMPLATE
Department of Finance and Administration

I. Executive Summary

We have identified the administrative support area within the Division of Resource Development and Support (allotment code 317.07) for the following reasons: The demand for administrative support in this division of the department has continued to decline over the years as more staff have been trained to enter their own time in the time and attendance system, order their own supplies and perform most desktop functions themselves. The administrative support for the Division Director has also diminished with improved technology such as the use of Blackberries and cell phones. The remaining administrative work can be absorbed by current staff.

II. Business Justification and Assessment:

The administrative support function in RDS was needed when the division included the grant monitoring function in order to establish and maintain a database of planned monitoring visit schedules, issue daily reports, and track the progress of grant monitoring activity, as well as order supplies, and enter time and attendance information for a very large staff. The grant monitoring function is no longer centralized in this division. More staff in the division are now able to enter their own time into the time and attendance system, and supply ordering can be accomplished with existing staff and/or staff in our fiscal office.

As a result, we decided that Administrative Assistant I class in the Division of Resource Development and Support (allotment code 317.07) can be included in the VSP

III. Estimated Net Cost Savings
Position number 10100060013

BUSINESS JUSTIFICATION TEMPLATE
Department of Finance and Administration
Office of Criminal Justice Programs

I. Executive Summary

We have identified one business unit, in the Office of Criminal Justice Programs (OCJP), allotment code 317.06 within the Department of Finance and Administration, for elimination. The Community Service Agency (CSA) Support function can be absorbed by other staff within the Division.

II. Business Justification and Assessment:

In September of 2005, the Tennessee Community Service Agencies, a group of quasi-governmental agencies that provide services through state contracts, became administratively attached to the Office of Criminal Justice Programs in the Department of Finance and Administration. As part of that process, one position was transferred from the Department of Childrens Services to F&A to provide administrative liaison support between F&A and the CSA network of agencies.

Over the last three years the amount of work and number of contracts for the CSAs has significantly diminished. As a result several mergers have accorded between the smaller CSA agencies such that the total number has been reduced from 12 to 5. This has led to a significantly reduced workload for the CSA Liaison function. We feel that this position can be eliminated, and the remaining responsibilities effectively be absorbed by existing staff in the Division.

Therefore we are proposing to include the Administrative Services Assistant 5 position in the VSP.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #1

Move the management of the Command Center to the new Data Center project director. The OIR Command Center includes the Integrated Help Desk as well as various monitoring functions. The command center is currently located in the Tennessee Tower but will be moved to the new data center upon its completion. The project director is responsible for defining all levels of staffing for the new Data Center, including the command center. The new Data Center project director is not eligible for the Voluntary Buyout Plan.

As a result we can include one INF SY T CON in the Command Center business unit.

Business Justification and Assessment

One INF SY T CON is included in the Voluntary Buyout Plan.

Refinement of the command center's operation is an integral part of the plans for the new Data Center. The new Data Center project director has been gleaning data from all current data center and command center staff to determine proper staffing levels. This is a natural transfer of duties and should have an acceptable level of impact.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #2

Through the use of an online web application system to retrieve telephone numbers, the need for information will be provided in an automated fashion. Therefore, the Telephone Operator classification can be eliminated with minimal impact on service delivery.

As a result we can include all Telephone Operator 1 and 2 positions.

Business Justification and Assessment

Three Telephone Operator 1 & 2's are included in the Voluntary Buyout Plan. Three buyouts will be accepted. Impact will be minimal.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #3

The Solutions Delivery and Support (SDS) Data Administration Unit typically designs and reviews databases for various systems. OIR expects to do less data administration due to agencies assuming business application development responsibilities. Two DBA 4's are assigned to this area.

As a result we can include all DBA 4's in the SDS Data Administration business unit.

Business Justification and Assessment

Two DBA 4's is included in the Voluntary Buyout Plan. One buyout will be accepted.

Data administration capacity will be reduced by 50%. This may mean some reduction in service availability to agencies during peak loads. Workload will be prioritized and Service Level Agreements will be adjusted.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #4

OIR expects to maintain fewer Oracle databases in the shared environment due to the Department of Human Services' Vision Integration Platform and Finance & Administration's Edison projects being moved to dedicated environments.

As a result we can include all database administrator 4's in the Solutions Delivery and Support, Database Administration Oracle business unit.

Business Justification and Assessment

Two DBA 4's is included in the Voluntary Buyout Plan. One buyout will be accepted.

Database administration capacity will be reduced. This may cause an impact on agencies as additional agency systems are implemented in the Oracle shared environment. Workload will be prioritized and Service Level Agreements will be adjusted.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #5

By distributing the Data Center's purchasing and other administrative duties among existing staff and with the implementation of Edison, OIR will be able to eliminate Administrative Assistant (AA) 1 position in the Data Center with an acceptable level of impact.

As a result we feel we can include AA 1's in the Data Center business Unit.

Business Justification and Assessment

Two Data Center AA 1's are included in the Voluntary Buyout Plan. Two buyouts will be accepted. The workload will be assigned to existing staff. OIR believes that with proper cross training these duties can be absorbed by existing staff.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #6

OIR will consolidate the workload of the Information Systems Consultant responsible for Mechanical, Electrical, and Physical (MEP) support into other existing and retained staff. These duties will be outsourced at the new Data Center.

As a result we can include one Information Systems Consultant in the Production Services business unit.

Business Justification and Assessment

One Information Systems Consultant is included the Voluntary Buyout Plan. One buyout will be accepted. After extensive assessment of this position OIR has concluded that the duties of this position can be combined under existing retained staff with acceptable risk to daily operational functions within the Data Center.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #7

OIR will consolidate the workload of the Infrastructure Project Managers under the System Programmers 3 and 4 classes onto the existing retained staff. Because of the current budgetary climate, OIR believes the total number of infrastructure projects will be reduced and therefore, this compression of staff can be accomplished with acceptable levels of impact on daily operations.

As a result we can include all System Programmer 3 & 4's in the Distributed Systems Infrastructure Project Management business unit.

Business Justification and Assessment

Six System Programmer 3 & 4's are included in the Voluntary Buyout Plan. One buyout will be accepted. Because of the current budgetary climate, OIR believes the total number of infrastructure projects will be reduced and therefore, this compression of staff can be accomplished with acceptable levels of impact on daily operation.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #8

OIR will consolidate the workload of the IS Consultant responsible for mainframe disaster recovery and the IS Consultant responsible for the distributed environments disaster recovery planning into a single position. Some cross training will be involved to accomplish this with acceptable levels of impact on daily operations.

As a result we feel we can include Information Systems Consultants in the Data Center Disaster Recovery & Security and Operations Center Emergency Planning Management Disaster Recovery business units.

Business Justification and Assessment

Two Information Systems Consultants are included in the Voluntary Buyout Plan. One buyout will be accepted. After extensive assessment of this position OIR has concluded that the duties of the two Disaster Recovery positions can be combined into one existing retained staff with acceptable levels of impact on everyday operational functions within the data center. The remainder of the function, Application Recovery Classification, Business Impact Analysis, impact assessment, Continuity of Operations Planning, and DR planning can be absorbed by the Enterprise Policy and Planning Section.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #9

By increasing efficiencies gained by utilizing virtual technology OIR can add the Data Center System Programmer 1 & 2's to the Voluntary Buyout Plan. The workload will be absorbed by the retained staff in the System Programmer 2, 3 & 4 classes. One probationary Information Systems Associate is not included.

As a result we feel we can include all Systems Programmer 1 & 2's in the Distributed Systems business unit.

Business Justification and Assessment

Five Systems Programmer 1 & 2's will be included in the Voluntary Buyout Plan. Two buyouts will be accepted. Workload will be prioritized to efficiently utilize existing retained staff. This is due to efficiencies gained through advanced automation capabilities.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #10

GIS Technician 2's will be reduced due to budgetary concerns. This classification is involved in the production of the Statewide Geographic Information System's (GIS) base map data layer.

As a result we can include all GIS TECH 2's.

Business Justification and Assessment

Three GIS TECH 2's are included in the Voluntary Buyout Plan. One buyout will be accepted.

The GIS statewide data set may not be updated as frequently which may result in some decreased accuracy of the base map. Workload will be prioritized to minimize the impact.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #11

Due to budgetary constraints, reduce one of the Information Resource Support Specialist (IRSS) 4 positions on the Integrated Help Desk (IHD) of the Network Operations & Security Center (NOSC).

As a result we can include IRSS 4's in the IHD business unit.

Business Justification and Assessment

Six IRSS 4's is included in the Voluntary Buyout Plan. One buyout will be accepted.

The IRSS 4 function is unique because they are the senior levels who are relied on to provide training for new employees and they work extended Holiday shifts to provide the senior level knowledge. This will put the IHD at minimum levels, wait times for customers' calls, as well as the call abandonments rates will increase.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #12

Reduce Local Area Network (LAN) Operations.

The LAN Operations group will be reduced due to budgetary concerns. We feel this can be done with minimal impact due to efficiencies gained through centralization of file server resources in the Nashville metropolitan area. Specifically, staff supporting the Nashville area will be reduced. Remaining staff will assume the workload.

As a result we can include all System Programmer 2, 3, & 4's in the LAN Operations unit located in the metropolitan Nashville area.

Business Justification and Assessment

Twenty-nine LAN Operations staff will be included in the Voluntary Buyout Plan. Four buyouts will be accepted.

LAN Operations reduction will be limited to the Nashville metro area to ensure that we have adequate staff to assume the duties of the vacated positions. OIR will reassign remaining staff to areas that are directly impacted by the reduction. OIR Data Networking & Telecommunications will also implement, where practical, the merging of service offerings across the different sections that provide statewide services, such as LAN switch and LAN administration support.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #13

OIR has decided to discontinue using Cobol Programming to generate reports at the data center. This position will be eliminated.

As a result we can include one Programmer Analyst 4 in the Mainframe business unit.

Business Justification and Assessment

One Programmer Analyst 4 is included in the Voluntary Buyout Plan. One buyout will be accepted. After assessing the functionality, OIR has chosen to eliminate this competency. We feel that there will be a minimal impact on service delivery due to decreased demand for COBOL reports.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #14

OIR currently has one Information Resource Support Specialist 2 who provides both information systems planning support and training services to agencies. The learning module of the new Enterprise Resource Planning (Edison) system will provide self-service capabilities for people enrolling in technology courses. Therefore, the amount of staff support needed for the IT Training unit will decrease. Planning duties will be absorbed by retained staff.

As a result, we feel we can include one Information Resource Support Specialist 2 in the Planning business unit.

Business Justification and Assessment

One Information Resource Support Specialist 2 is included in the Voluntary Buyout Plan. One buyout will be accepted.

The training responsibility will be automated in Edison and the remaining planning tasks will be distributed among fewer staff. The planning duties should still be accomplished within acceptable limits.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #15

By combining print delivery duties into existing staff, OIR will be able to reduce the number of Mainframe Clerk 2 positions in the data center.

As a result we feel we can include all Clerk 2's in the Data Center business unit.

Business Justification and Assessment

Three Clerk 2's are included in the Voluntary Buyout Plan. One buyout will be accepted. The workload will be distributed among the retained Mainframe Clerks and print staff without significant impact to the timely delivery of printed reports.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #16

OIR will consolidate the workload of the Mainframe Computer Technicians 1 and 2 classes into the existing retained staff. OIR believes this compression of staff can be accomplished with acceptable levels of impact on daily operations due to the pending migration of mainframe financial systems to Edison.

As a result we feel we can include Mainframe Computer Tech 1 and 2's.

Business Justification and Assessment

Twenty Mainframe Computer Tech 1 and 2's are included in the Voluntary Buyout Plan. Two buyouts will be accepted.

After extensive assessment of this position OIR has concluded that the duties can be combined under existing retained staff with acceptable levels of impact on everyday operational functions within the data center.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #17

Due to budgetary constraints, the Enterprise Architecture, Quality Assurance, Testing and Research Section of the Office for Information Resources will be reduced.

As a result we feel we can include all Information Systems Specialist 4s in this section.

Business Justification and Assessment

Five Information Systems Specialist 4s are included in the Voluntary Buyout Plan. Two buyouts will be accepted. OIR will refine its approach to the research process by enhancing the methodology and processes. The retained Information Systems Specialists will be cross trained in all aspects of the business functions of the section and workload will be distributed among the retained staff. Service level agreements will have to be adjusted.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #18

Merge the directorship responsibilities of the Service Delivery Management (SDM) unit under the Solutions Delivery and Support (SDS) director. SDS has recently disbanded a distributed applications development unit in SDS and the director can absorb the SDM unit that develops Remedy solutions.

As a result we can include one OIR Director 1 in the SDM business unit.

Business Justification and Assessment

One OIR Director 1 is included in the Voluntary Buyout Plan. One buyout will be accepted.

The SDM unit can be absorbed by the SDS director with acceptable impact.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #19

Eliminate Network Technical Specialist (NTWK TC SP) 3 & 4 classification in OIR.

This classification was used to support SNA services that OIR stopped providing 12/31/07. With the elimination of SNA services, OIR has integrated staff in this classification into other areas. One position cannot be offered buyout due to being on probation. This remaining NTWK TC SP 3 position will remain integrated into the WAN Provisioning group. His position will be reclassified upon successfully completing probation.

As a result we feel we can include 4 of 5 NTWK TC SP 3 & 4's in the Data Networking & Telecommunications (DNT) unit.

Business Justification and Assessment

Four of five NTWK TC SP 3 & 4 are included in the Voluntary Buyout Plan. Four buyouts will be accepted. Due to the "sunset" of the SNA functionality, OIR will eliminate this competency with minimal impact on service delivery.

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Office for Information Resources (317.03)**

Executive Summary #20

Reduce Voice Services group.

The OIR Voice Services group will be reduced due to budgetary concerns. OIR will attempt to leverage additional automation processes to gain efficiencies and reduce the impact to service delivery. As a result we will include all Communication Systems Analyst 2, 3, & 4's.

Business Justification and Assessment

Fifteen Communication System Analysts will be included in the Voluntary Buyout Plan. Two buyouts will be accepted. Elimination of these positions will impact OIR Data Networking and Telecommunication's (DNT) ability to maintain current response levels for voice service RFS's and trouble tickets. OIR will attempt to leverage additional automation processes to gain efficiencies and reduce the impact to service delivery.

Agencies currently assigned to these staff will be reassigned to remaining voice analyst staff. Processes for handling tickets and RFS's will be reviewed and modified, as necessary, to minimize time delays in OIR's service levels for voice services. OIR will also assess the feasibility of expanding the roles and service support areas that current voice services contract vendors can provide under the scope of the various contracts.

BUSINESS JUSTIFICATION

Department of Finance & Administration Office for Information Resources (317.03)

Executive Summary #21

Merge Voice and Video groups.

One manager will manage the combined voice and video service area. The manager of the Video group is not eligible for the Voluntary Buyout Plan.

As a result we can include one Telecommunications Manager.

Business Justification and Assessment

One Telecommunications Manager will be included in the Voluntary Buyout Plan. One buyout will be accepted.

Video and voice services sections will be merged into one section with a single manager. Impact to the agencies will be in the areas of management communication coordination with agencies, project development and coordination, and staff support. Additional impact will be in the areas of research and development of new voice and video services offerings as a result of decreased management focus in each of the individual areas.

OIR Data Network & Telecommunications will review voice and video service models for process and procedure improvements that could result in decreased needs for day-to-day management oversight of services. Lead roles and responsibilities for senior technical staff in each area will be expanded to assume some of the day-to-day operational responsibilities currently provided by each of the individual managers in the voice and video sections.

Finance & Administration Office of Shared Technology Services

Executive Summary

The Office of Shared Technology Services (OSTS) has identified **twelve (12) positions** that may be eliminated with minimal impact on the services we provide. Although we are employees of the Department of Finance & Administration, the Department of General Services is also our customer and must be considered in any changes invoked.

The Business Solutions Management unit, comprised of four sub-units (Project Management Office, Research & Development, Security, and Special Technology Support) can be reorganized by eliminating the Research & Development sub-unit, redistributing the work effort of the Security Officer sub-unit to other staff, and reassigning the remaining two sub-units into other work units. This can eliminate two (2) positions.

The Application Development and Support unit can be reduced by four (4) positions in the Information Systems Analyst/Information Systems Consultant series and three (3) positions in the Programmer Analyst series of job classifications. There has begun to be a decrease in demand for these services for the legacy systems that will be replaced by EDISON and other new systems being planned. However, OSTs must ensure that the correct skill sets and system knowledge are retained in this unit for all systems in order to continue to provide adequate coverage (including backup) until they are completely decommissioned. This can result in significant restructuring of the OSTs organization with possible delays in some service delivery albeit minimal impact in most situations.

The Financial Services unit can eliminate one (1) position – the Information Systems Analyst Supervisor – in the Finance sub-unit. These services can be absorbed by remaining employees in the unit with some “seasonal” impact yet minimal over time.

The reorganization that could result from the above actions may eliminate one (1) Information Systems Manager 4 position. The restructuring may result in a larger than desired logical business unit for a remaining ISM 4. The entire OSTs management team will commit to easing any undue burden and stress this causes.

The Staff Administration business unit can be eliminated resulting in eliminating one (1) Information Systems Consultant position. All personnel related activities can be reassigned to OSTs management team staff. Other responsibilities can be reassigned as needed.

The Operational Support business unit provides desktop support, help desk and customer service, production control, and infrastructure management services. They provide support for approximately 1100 Department of Finance & Administration PCs and approximately 450 Department of General Services’ PCs. OSTs currently relies on ITPRO contractors and co-op students for supplementing State staff in providing these services. No positions in this unit have been targeted for abolishment, however, three (3) VSP offers will be made.

BUSINESS UNIT:

Staff Administration and Process Management: This business unit reports directly to the OSTs director. All OSTs personnel transactions are handled by this unit on behalf of the entire

division. This includes requesting registers, scheduling interviews, processing all required paperwork, and all subsequent follow-up activities for new hires, promotions, etc. This unit also provides similar activities for all ITPro contractors and Co-Op students used within OSTS. These duties will be transferred back to the business manager requesting the personnel action. Other responsibilities of this unit include managing the division's process preparation and documentation.

This unit can be eliminated. Personnel activities can be reassigned to the requesting OSTS management staff. The remaining responsibilities can be redistributed appropriately.

This business unit consists of one (1) employee that can be included in the VSP:

- Information Systems Consultant – 1 staff to receive the VSP offer

Business Solutions Management: This business unit was created to support some very unique technology solutions provided by OSTS to our customers and our own internal staffs. It also focuses on providing true project management directed at new system efforts. The management of this unit was also deliberately assigned because of knowledge of these specialized technologies and processes.

This business unit is comprised of four sub-units. Only one of services can be eliminated. The services provided by the other units can be incorporated elsewhere in the organization. The following “sub-unit” within this unit can be eliminated.

- **Research and Development:** This unit was established to evaluate new technologies available for improving OSTS' delivery of services. To date, this unit has implemented Microsoft Project Server and Microsoft Team Suite products which are used in OSTS' distributed development group (.NET program development). Our plans had been to acquire an additional product, Microsoft Team Foundation Server, and integrate all three products as a full collaboration suite that would improve the management, development life cycle process and products, and team effort for systems that OSTS delivers. Future plans were to expand the unit to focus on researching, evaluating, and thoroughly understanding new versions of these and other software products as well as other new emerging technologies available for our customers.

This unit can be eliminated. Procurement of new software products and technologies will be limited because of the budget cutbacks. Therefore, research and evaluations will be restricted to the “must have” products and these responsibilities can be consumed by current users of the technologies and other staff.

This business unit consists of one (1) employee that can be included in the VSP:

- Information Resource Specialist 4 – 1 staff to receive the VSP offer

JOB CLASSIFICATIONS:

Information Resource Specialist 3: The Security Officer sub-unit of the Business Solutions Management unit was established for compliancy with the OIR Security Policy #4: *“Agencies are responsible for appointing an information security POC. In accordance with ISC policies, the agency POC will have the responsibility and authority for the administrative oversight of security for information resources under the agency's control. The POC shall be available to work with the SIRT and knowledgeable of the information incident response plan. Further, agencies will*

ensure that the agency POC participates in the “Tennessee Agency Security Advisory Group” chaired by the CISO.” The OSTS Security Officer is responsible for documenting and enforcing security policies for both the Departments of Finance & Administration and General Services. This sub-unit is expected to audit and assess the implementation of the applications and services supported by OSTS, make recommendations for improvement to avoid potential intrusions, and to respond to and report intrusion incidents.

OSTS can reasonably eliminate one (1) position from the following job classification and reassign the work responsibilities to another OSTS staff:

- Information Resource Specialist 3 – 1 staff to receive the VSP offer

Analyst and Programmer Series: EDISON will replace many of the computer applications and systems that are supported by OSTS staff. With the exception of TDOTSTARS and the Department of Human Resources systems, all others belong to the Departments of Finance & Administration and General Services. Most of these legacy systems are executed on the State’s mainframe computer however several are distributed systems executed on a variety of hardware platforms.

OSTS reorganized teams and business units in January 2008 beginning a process of reassigning staff to new areas in anticipation of reduced work efforts on these legacy systems. This process will have to be revisited multiple times once EDISON implementation begins until all legacy systems can be decommissioned. However, this process could take up to three years and some staff must be retained to support the continued processing required and to efficiently and methodically shut down and archive the current legacy systems and data when appropriate.

OSTS also supports other mainframe systems that will not be replaced by EDISON. However, some of these systems are also targeted for replacement within the next five years. Therefore, the same transition process will occur as these systems are decommissioned.

Because of our recent organizational changes and the fact that knowledge of most of these systems exist in both the “mainframe” and “distributed” business units, the fairest approach is to offer the VSP to the following job classifications instead of business units. Any resulting reduction in workforce will result in restructuring these teams again such that the institutional knowledge of legacy systems and specific technological skill sets required for continued support are available where needed.

As a result, OSTS determined that the job class series for Information Systems Analyst, Information Systems Consultant, and Programmer Analyst can be included in the VSP.

OSTS can reasonably eliminate four (4) positions from the following series and redistribute the work among remaining staff with minimal impact to our customers:

- Information Systems Analyst 3 – 7 staff to receive the VSP offer
- Information Systems Analyst 4 – 13 staff to receive the VSP offer
- Information Systems Consultant – 4 staff to receive the VSP offer

OSTS can reasonably eliminate three (3) positions from the following series and redistribute the work among remaining staff with minimal impact to our customers:

- Programmer Analyst 2 – 1 staff to receive the VSP offer
- Programmer Analyst 3 – 3 staff to receive the VSP offer
- Programmer Analyst 4 – 10 staff to receive the VSP offer

Information Systems Analyst Supervisor: OSTS can streamline the services provided by the Finance business sub-unit. This sub-unit consists of two employees. One employee provides a very unique service that cannot be eliminated until the successful and complete implementation of EDISON because of her administrative responsibilities for Multitrak (the time and attendance and project accountability system that OIR and all ITPro contractors use in lieu of Data Capture and Labor Distribution). The Phase 1 implementation of EDISON in October 2008 will greatly reduce the Multitrak work effort as OIR staff switch to EDISON. With this work reduction, this employee can pick up more responsibilities being accomplished by the position being eliminated.

OSTS can reasonably eliminate one (1) position from the following job classification and redistribute the work among remaining staff with minimal impact to our customers:

- Information Systems Analyst Supervisor – 1 staff to receive the VSP offer

Information Systems Manager 4: The restructuring that would occur to accommodate the elimination of one business unit and the reassignments of other units and staff can result in the elimination of one manager position. The business units affected are all currently managed by an Information Systems Manager 4.

OSTS can reasonably eliminate one (1) position from the following job classification and redistribute the work among remaining managers with minimal impact to our customers:

- Information Systems Manager 4 – 3 staff to receive the VSP offer

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Division of Office of Inspector General (OIG/317.12)**

I. Executive Summary

The following positions have been identified for consideration:

Managed Care Tech – there is currently only one MCT position and another position has currently assumed most of the work this person has performed in the past. The elimination of this position would not have an impact on the OIG.

Information System Analyst 2 – there is currently only one ISA2 position. The elimination of this position would not impact the OIG.

Information System Analyst 4 – there is currently only one ISA4 position. The elimination of this position would not impact the OIG at this time.

Administrative Service Assistant 3, Criminal Investigations Section – There are currently two assigned to this section of the OIG, cost center 201. One of these positions can be eliminated.

Administrative Service Assistant 3, Program Integrity Section – There are currently two assigned to cost center 307. One of these positions could be eliminated.

Administrative Service Assistant 2, Administrative Office – There are currently three ASA2's assigned to the OIG cost center 101. One of the ASA2 positions assigned to the Administrative Office can be eliminated without an impact to day-to-day business.

II. Business Justification and Assessment

The mission, goals, performance measures, and monthly statistics of the Office of Inspector General have been thoroughly reviewed in the preparation of this document. As a result, the positions identified herein have been recommended for review and consideration for the VSP.

**ADDITIONAL INFORMATION
Office of Inspector General**

Vacant Positions - 7

(these positions are NOT targeted for reversion)

Program Analyst 2	10200040023
Public Health Nurse Consultant 1	10100050008
Executive Assistant 2	10200010007
Secretary	10200010006
Administrative Service Assistant 2	10200030060
Attorney 3	10200050015

Legal Assistant

10200050030

Probationary Positions - 7
(current as of May 23, 2008)

Clerk 3

10100010009

Legal Assistant

10200050022

Administrative Services Assistant 2 (five of these)

10100040002

10100040005

10100040006

10200030075

10200040031

**Voluntary Separation Program
BUSINESS JUSTIFICATION**

**Department of Finance & Administration
Division of Real Property Administration (RPA/317.10)**

Executive Summary

A reduction in workforce from the following Real Property Administration sections can be justified:

1. Real Estate Management - We have observed a decrease in demand for real estate services and found scope for a more efficient distribution of work.
2. Technical Services – By redistribution and consolidation of work between RPA sections.
3. Agency Development – By organizational realignment for delivery of services.
4. Construction Management – A decrease in demand for services will allow organizational realignment.

Business Justification and Assessment

Real Estate & Lease Management: We have identified two Real Property Agent 4 positions for inclusion in the Voluntary Separation Program (VSP). Land purchases have already been curtailed due to budgetary constraints and land transactions in general have declined. For example, the number of land transactions submitted for SBC approval in March, April and May of 2008 was 48 compared to 67 in the same months last year. We expect this trend to continue. Although the number of lease transactions will probably remain stable, the lease workload can be spread to planning analysts and various management and administrative personnel.

Technical Services: We have identified one Facilities Construction Specialist 2 position for inclusion in the VSP. We are in the process of establishing a new work unit (to be known as Management Services) that will assume many of the responsibilities being performed by the Facilities Construction Specialist 2 position. Several of the current positions in Technical Services will move to Management Services, while other positions will move to Agency Development.

Agency Development: We have identified one Architect position for inclusion in the VSP. With the addition of positions from the former Technical Services, this unit will undergo an organizational shifting of duties and responsibilities that will allow for a reduction in the number of Architects/Project Managers needed to perform the same level of services.

Construction Management: We have identified one Facilities Construction Regional Administrator position and one Facilities Construction Specialist 3 position for inclusion in the VSP. Given the reduction in capital outlay for construction projects, the construction management workload will likewise decrease. To allow us to compensate for any short term resource needs, we are prepared to re-align positions with the Agency Development unit as work shifts from design to construction.

Estimated Net Cost Savings: See attachment